Canadian Intergovernmental Conference Secretariat

2013–14

Departmental Performance Report

The Honourable Denis Lebel
Minister of Infrastructure, Communities and Intergovernmental Affairs;
Minister of the Economic Development Agency of Canada for the Regions of Quebec; and
President of the Queen's Privy Council for Canada

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Foreword

Departmental Performance Reports are part of the Estimates family of documents. Estimates documents support appropriation acts, which specify the amounts and broad purposes for which funds can be spent by the government. The Estimates document family has three parts.

Part I (Government Expenditure Plan) provides an overview of federal spending.

Part II (Main Estimates) lists the financial resources required by individual departments, agencies and Crown corporations for the upcoming fiscal year.

Part III (Departmental Expenditure Plans) consists of two documents. Reports on Plans and Priorities (RPPs) are expenditure plans for each appropriated department and agency (excluding Crown corporations). They describe departmental priorities, strategic outcomes, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Performance Reports (DPRs) are individual department and agency accounts of actual performance, for the most recently completed fiscal year, against the plans, priorities and expected results set out in their respective RPPs. DPRs inform parliamentarians and Canadians of the results achieved by government organizations for Canadians.

Additionally, Supplementary Estimates documents present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or were subsequently refined to account for developments in particular programs and services.

The financial information in DPRs is drawn directly from authorities presented in the Main Estimates and the planned spending information in RPPs. The financial information in DPRs is also consistent with information in the Public Accounts of Canada. The Public Accounts of Canada include the Government of Canada Consolidated Statement of Financial Position, the Consolidated Statement of Operations and Accumulated Deficit, the Consolidated Statement of Change in Net Debt, and the Consolidated Statement of Cash Flow, as well as details of financial operations segregated by ministerial portfolio for a given fiscal year. For the DPR, two types of financial information are drawn from the Public Accounts of Canada: authorities available for use by an appropriated organization for the fiscal year, and authorities used for that same fiscal year. The latter corresponds to actual spending as presented in the DPR.

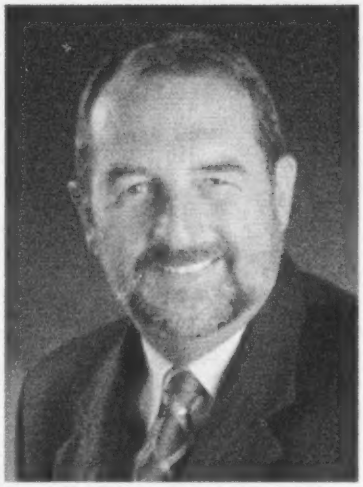
The Treasury Board *Policy on Management, Resources and Results Structures* further strengthens the alignment of the performance information presented in DPRs, other Estimates documents and the Public Accounts of Canada. The policy establishes the Program Alignment

Architecture of appropriated organizations as the structure against which financial and non-financial performance information is provided for Estimates and parliamentary reporting. The same reporting structure applies irrespective of whether the organization is reporting in the Main Estimates, the RPP, the DPR or the Public Accounts of Canada.

A number of changes have been made to DPRs for 2013–14 to better support decisions on appropriations. Where applicable, DPRs now provide financial, human resources and performance information in Section II at the lowest level of the organization's Program Alignment Architecture.

In addition, the DPR's format and terminology have been revised to provide greater clarity, consistency and a strengthened emphasis on Estimates and Public Accounts information. As well, departmental reporting on the Federal Sustainable Development Strategy has been consolidated into a new supplementary information table posted on departmental websites. This new table brings together all of the components of the Departmental Sustainable Development Strategy formerly presented in DPRs and on departmental websites, including reporting on the Greening of Government Operations and Strategic Environmental Assessments. Section III of the report provides a link to the new table on the organization's website. Finally, definitions of terminology are now provided in an appendix.

Minister's Message



As President of the Queen's Privy Council for Canada, I am pleased to table the Canadian Intergovernmental Conference Secretariat's (CICS) 2013-14 Departmental Performance Report.

Since its creation in 1973, CICS has worked diligently to provide the administrative support services required for the planning and conduct of federal-provincial-territorial and provincial-territorial conferences of first ministers, ministers and deputy ministers across Canada and this past year has been no exception.

In fiscal year 2013-14, the Secretariat provided services to 86 senior-level meetings, including 57 federal–provincial–territorial conferences and 29 provincial–territorial conferences. As a key partner in supporting these meetings, CICS has the responsibility to respond to the evolving needs of its clients while at the same time ensuring the efficiency of its services. This past year, the Secretariat continued to modernize its service delivery model by offering governments the option of a la carte services instead of a fixed package.

In addition to increased flexibility, the agency also provided videoconferencing services to two Ministerial meetings and both events were a success. Strategic investments in information technology were made to meet the growing needs of governments for the use of teleconference and videoconference services. Moving forward, CICS will continue to focus on encouraging the use of modern tools to their full potential both internally and in conference service delivery, thus aligning itself with the Government of Canada's action plan for cost effectiveness.

The Honourable Denis Lebel
Minister of Infrastructure, Communities and Intergovernmental Affairs
Minister of the Economic Development Agency of Canada for the Regions of Quebec
President of the Queen's Privy Council for Canada

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Minister: The Honourable Denis Lebel

Institutional Head: André M. McArdle, Secretary

Ministerial Portfolio: Minister of Infrastructure, Communities and Intergovernmental Affairs; Minister of the Economic Development Agency of Canada for the Regions of Quebec; and President of the Queen's Privy Council for Canada.

Enabling Instrument: The Canadian Intergovernmental Conference Secretariat was established pursuant to an agreement reached at the May 1973 First Ministers' Conference and was designated a department of the federal government by an Order-in-Council dated November 29, 1973.

Year of Incorporation / Commencement: 1973

Organizational Context

Raison d'être

The President of the Queen's Privy Council for Canada is responsible for this organization. The Canadian Intergovernmental Conference Secretariat (CICS), established pursuant to an agreement reached at the May 1973 First Ministers' Conference, is an agency of the federal, provincial and territorial governments. Its mandate is to provide administrative support and planning services for intergovernmental conferences of First Ministers, Ministers and Deputy Ministers.

These intergovernmental conferences are a key instrument for consultation and negotiation among the different orders of governments and assist in the development of national and/or provincial/territorial policies. They are a critical component of the workings of the Canadian federation and represent a core principle of our democratic society.

By skillfully executing the logistical planning and delivery of these meetings, CICS not only relieves governments of the administrative process burden but also allows them to greatly benefit from significant cost efficiencies and economies of scale.

Responsibilities

The mandate of the Secretariat is to support federal, provincial and territorial governments in the planning and conduct of senior level intergovernmental conferences held across Canada. The primary objective of CICS is to relieve client departments of the numerous technical and administrative tasks associated with the planning and conducting of multilateral conferences, thereby enabling participants to concentrate on substantive intergovernmental policy issues. CICS provides continuous, effective, impartial administrative services to these meetings.

Benefits for Canadians

The planning and conduct of multilateral meetings of First Ministers, Ministers and Deputy Ministers is a critical component of the workings of the Canadian federation. By skillfully and professionally planning and delivering services at these meetings, CICS allows governments to discuss important issues without getting distracted by process. The risk of error and omission is significantly mitigated by tapping into the Secretariat's experience and impartiality.

The interests of all Canadians are represented by their elected governments participating in these intergovernmental conferences.

As an institution dedicated to supporting events that give rise to, and support the spirit of cooperation and negotiation among governments, CICS seeks to execute its role to maximum effect, producing an environment conducive to rational discourse and optimal decision-making, to the benefit of all Canadians.

Federal, provincial and territorial governments greatly benefit from significant cost efficiencies and economies of scale through the use of CICS. This is particularly relevant in the current fiscal environment.

Strategic Outcome and Program Alignment Architecture

CICS is a micro agency with a single program mandate. Its Program Alignment Architecture is presented below.

1. Strategic Outcome: Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].

1.1 Program: Conference Services

Internal Services

Organizational Priorities

Priority	Type	Strategic Outcome
Enhance and expand strategic partnerships.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].

Summary of Progress

What progress has been made toward this priority?

- Creation of a 'Knowledge Exchange Forum on FPT meeting logistics'. This forum provides our contacts from across federal government departments with an opportunity to exchange information, network and share best practices surrounding the organization of senior level FPT meetings. Two sessions were held; one in May 2013 and one in November 2013.
- In January 2014, CICS reached out to Prince Edward Island government officials to assist them with coordinating efforts for the large number of FPT conferences they are hosting in 2014 in conjunction with the 150th celebration of the Charlottetown conference.
- As part of an on-going comprehensive marketing strategy, a new brochure and a series of fact sheets were developed this year. These tools are designed to promote and explain our array of services to existing and potential clients.
- A study was undertaken to strengthen the way we assess program performance. The client survey interview tool was reviewed and revised for greater clarity and to ensure more comprehensive feedback from clients.
- Conference support services were provided to three new sectors this year: The Commonwealth Parliamentary Association, the Annual Lobbyists Registrars and Commissioners Conference and the FPT Deputy Ministers' Table on Cyber Security.

Priority	Type	Strategic Outcome
Transform CICS' service delivery model.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].

Summary of Progress

What progress has been made toward this priority?

- Full implementation of video-conferencing services at face-to-face meetings has now been completed. Requests for this new service were received for two Ministerial meetings and both events were a success.
- Full implementation of teleconference support services with 3-line simultaneous interpretation has also been completed. This is a new service offering and increasingly government departments are calling upon CICS to support this type of meeting.
- The CICS website was updated to reflect these new services. In addition, the website was upgraded with a more flexible search engine to ensure easy access for users to previous conference information.
- Mobile charging stations were purchased to allow delegates to recharge mobile devices quickly and efficiently while on conference site.
- As part of our message service, cell phones were purchased for use in the CICS office on conference site; thereby eliminating the need and costs to install a landline in the office at each conference location.

Priority	Type	Strategic Outcome
Review and adapt management practices to identify efficiencies and opportunities.	Ongoing	Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].

Summary of Progress

What progress has been made toward this priority?

CICS has made progress on shared services solutions, technological enhancements and cost efficiencies resulting from Budget 2012.

- The Conference Services Division has been restructured into teams (matrix) that allows for quicker and more flexible units, requiring less personnel to accomplish the tasks.
- CICS continues to develop training programs to provide more rapid integration of new staff by hiring former staff members on casual assignments while building pools of qualified personnel who will be trained by existing and former staff members, thus freeing up management time for more strategic planning of conferences.
- Business intelligence technologies continue to be developed to support management decisions.
- CICS prepared for full implementation of the new performance management process in line with the Government Action Plan.
- To explore the use of new technologies, to enhance communication, service delivery and improve management practices, the following was achieved:
    - CICS has seen an increase in the use of videoconference services which were put in place during 2012-13;
    - The use of paper in management and other meetings has significantly decreased given that WiFi has been provided to the whole of CICS allowing the information systems to be accessed from anywhere on the premises. The Secretariat further reduced the number of common printers and updated mobile devices.
    - In an effort to deliver cost efficiencies, CICS has renegotiated its shared services agreements during 2013-14 for the procurement of human resources and financial services. These service agreements will be reviewed annually to ensure that they still deliver cost efficiencies.

Risk Analysis

The risks and mitigation strategies outlined in the table below have changed slightly from the 2013-14 Report on Plans and Priorities (RPP). Senior management conducted an in-depth risk management exercise in 2013-14 where all corporate risks were evaluated and the agency's Risk Management Plan was updated.

Four risks were identified in the 2013-14 RPP:

- **Financial Management Risk** – ongoing risk for the organization. Continues to be mitigated through rigorous forecasting, budgeting and internal controls. Efficiencies in business processes continue to be identified and evaluated. Financial Management is no longer identified as a key risk because of the mitigation strategies in place, however it is still regularly monitored as part of our Risk Management Plan.
- **Human Capital Risk** – ongoing risk for the organization (renamed 'Human Resource Management'). In a small agency, the departure of one employee can have an impact on the organization. The mitigation strategies (see table for details) have worked thus far in reducing such an impact, however it is a risk that remains due to retirements, provincial-territorial secondment rotations and unforeseen departures.
- **Change Management Risk** - successfully mitigated through a tailored implementation strategy and communications plan. The internal restructuring was successful with minimal employee engagement issues.
- **Security Risk** – successfully mitigated through mandatory employee security and information management training and the maintenance of secure IT networks and tools.

The current challenges facing the Secretariat consist of managing a number of key personnel departures, maintaining an appropriate arm's length relationship with Central Agencies and fulfilling the increasing requirements of Central Agencies.

The Secretariat's program and service delivery model continues to evolve to meet stakeholder needs and expectations. Even though intergovernmental meetings are on the rise, it continues to be a time of fiscal restraint for our federal, provincial and territorial partners. The integration of new technologies and the expansion of services has allowed for increased collaboration and offered more flexibility to clients.

The agency's mandate and sole program is to manage senior level intergovernmental conference activities undertaken by federal, provincial and territorial governments and their respective departmental organizations. The Secretariat serves all 14 jurisdictions equally and thus, must ensure that its services remain pertinent, confidential and impartial to all clients.

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Human Resource Management There is a risk that the organization will be unable to sustain an adequate workforce with the appropriate competencies due to a large turnover of staff in 2014-15 (retirements & departures, provincial-territorial secondment rotations) resulting in potential errors, client dissatisfaction, and loss of confidence in the organization.	CICS plans to continue mitigating this risk through the implementation of its Succession Plan and Human Resources Plan. In order to ensure knowledge transfer, experienced personnel will continue to mentor new employees. This risk was identified in the 2013-14 RPP and the mitigation strategies will continue to be relevant and applicable. Additional importance will continue to be placed on the provincial-territorial secondment positions as well as proactive staffing actions.	Conference Services, Internal Services
Governance and Strategic Direction There is a risk that the provincial-territorial stakeholders may not perceive CICS as being neutral because of recent federal initiatives which could negatively affect the number of requests for services being requested for provincial-territorial meetings.	CICS plans to mitigate this risk by enhancing communication with our provincial/territorial partners to increase the organization's visibility and strengthen stakeholders' loyalty. CICS is exempt from the Federal *Access to Information and Privacy Act* and the Federal Identity Program and will continue discussions around the impacts of Web Renewal on the organization. Although this risk was not identified in the 2013-14 RPP, it was addressed in other corporate documents and ranked as a key risk through a risk management exercise.	Conference Services, Internal Services
Policy Development and Implementation There is a risk that the organization will not be able to deliver on policy requirements because of limited financial and human resources in a micro agency resulting in compliance issues or delays in implementing requirements.	CICS plans to mitigate this risk through the implementation of its Integrated Strategic and Business Plan. In addition, shared services agreements with other small departments and agencies will be upheld and CICS will maintain its involvement in the community of federal agencies. Although this risk was not identified in the 2013-14 RPP, it was addressed in other corporate documents and ranked as a key risk through a risk management exercise.	Internal Services

Actual Expenditures

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	Difference (actual minus planned)
6,035,504	6,035,504	6,121,615	5,864,881	(170,623)

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
33	30	(3)

Budgetary Performance Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome, Program and Internal Services	2013–14 Main Estimates	2013–14 Planned Spending	2014–15 Planned Spending	2015–16 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2012–13 Actual Spending (authorities used)	2011–12 Actual Spending (authorities used)
Strategic Outcome: Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].								
Conference Services	4,179,031	4,179,031	4,026,878	4,026,878	4,132,575	3,800,944	3,344,606	3,493,260
Internal Services	1,856,473	1,856,473	1,930,265	1,930,265	1,989,040	2,063,937	1,810,874	2,067,352
Total	6,035,504	6,035,504	5,957,163	5,957,163	6,121,615	5,864,881	5,155,480	5,560,612

It is important to note that CICS does not convene intergovernmental meetings. The Secretariat responds to decisions taken by governments to meet on key national or specific issues. The location, number, timing and duration of meeting are factors that are beyond the control of the Secretariat. CICS does exercise due care and probity in the expenditure of its funds to meet its mandate.

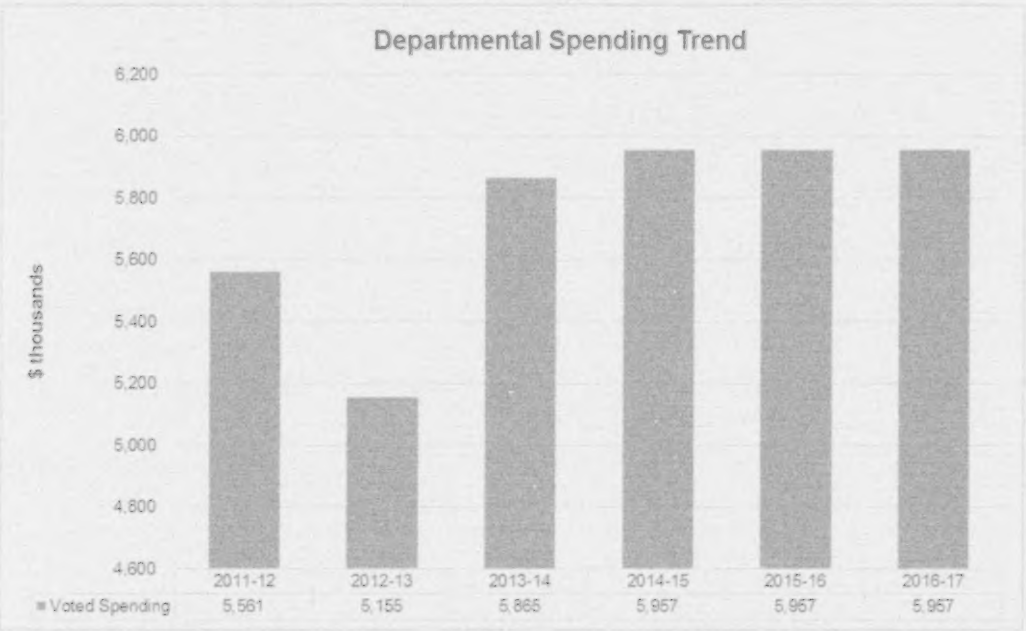
The increase in spending during 2013-14 is mainly attributed to the increased number of conferences from 73 in 2012-13 to 86 in 2013-14, reflected in increased courier, travel and translation costs. In addition, there were strategic purchases of information technology hardware to support Conference Services.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2013–14 Actual Spending With the Whole-of-Government Framework[ii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2013-14 Planned Spending	2013–14 Actual Spending
Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].	1.1 Conference Services	Government Affairs	Well-managed and efficient government operations	4,179,031	3,800,944

Departmental Spending Trend



The increase in spending during 2013-14 is mainly attributed to the increased number of conferences from 73 in 2012-13 to 86 in 2013-14, reflected in increased courier, travel and translation costs. In addition, there were strategic purchases of information technology hardware to support Conference Services.

The Secretariat is funded at a level sufficient to finance 100 conferences annually. An event can consist of one or more conferences and it is used to plan the budget for each of the conferences in terms of transportation and communication, rentals, translation and interpretation services. Over the past three years, there has been a gradual increase in conference activity. This trend is expected to continue in 2014-15, which would bring the organization to full capacity.

Estimates by Vote

For information on the Canadian Intergovernmental Conference Secretariat's organizational Votes and statutory expenditures, consult the *Public Accounts of Canada 2014* on the Public Works and Government Services Canada website.[iii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: Multilateral meetings of First Ministers, Ministers and Deputy Ministers are planned and conducted flawlessly[i].

Program 1.1: Conference Services

Description

Provision of expert, impartial support services for the planning and conduct of First Ministers, Ministers and Deputy Ministers level federal-provincial-territorial and provincial-territorial conferences.

The CICS does not convene intergovernmental meetings. It is called upon to respond to decisions taken by governments to meet on key issues. Decisions concerning the location of such meetings, their number in a given fiscal year, their timing and duration, are all factors, beyond the control of the Secretariat. The level of CICS expenditures for each fiscal year is, however, directly affected by these factors.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
4,179,031	4,179,031	4,132,575	3,800,944	(378,087)

Human Resources (Full-Time Equivalents [FTEs])

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
23	19	(4)

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Flawlessly planned and conducted events.	Survey results, client satisfaction letters, number of client departments utilizing the services are maintained or expanded.	90% satisfaction - High degree of stakeholder trust and confidence in CICS' institutional independent role and high degree of satisfaction with CICS services.	94.9% of planners surveyed indicated that they were satisfied or very satisfied with CICS services overall. Similarly, 94% of conference delegates were satisfied or very satisfied with CICS services overall.

Performance Analysis and Lessons Learned

In 2013-14, CICS provided its services to 86 senior-level intergovernmental conferences; an 18% increase in the number of conferences from the previous year. In addition, the agency was pleased to provide its services to three new sectors:

- Commonwealth Parliamentary Association (CPA) Canadian Regional Seminar;
- Federal-Provincial-Territorial Deputy Ministers' Table on Cyber Security; and
- Annual Lobbyists Registrars and Commissioners Conference.

Performance is assessed using internal data and documents as well as two surveys of clients; one an annual sampling of conference planners and the second of conference delegates who attend the events.

This year, as part of a review of our evaluation tools, the client survey was revised and updated to be more closely aligned with performance indicators. Sampling techniques were improved and questions were revised for clarity and to allow for more in-depth probing on the part of the independent evaluator.

Overall, client satisfaction levels remained quite high and our target of 90% satisfaction on the part of both planners and conference delegates alike was exceeded. When asked for words to describe the quality of services offered by CICS, the words *professional and efficient* continue to top the list.

These positive performance results are particularly reassuring to the organization given the significant increase in the number of conferences that were served in 2013-14; and this, during a time of major restructuring of the Conference Services Division in order to increase efficiencies.

Maintaining such a high level of service delivery in this context speaks to the efforts of the entire organization.

Individual questions of planners showed improvement in our flexibility to adapt and adjust to changing needs. There was also an indication that our clients may not always be using our website for service information.

As we strive to keep client satisfaction levels high and ensure efficient use of resources, we must focus our attention on finding additional ways to utilize and market the new tools that we have made available. As we transform our service delivery model, we need to find ways to encourage the use of these modern tools to their full potential both internally and in conference service delivery.

Flexibility must continue to be a main focus for the organization so that we remain in a position to offer our services in the most cost effective way possible.

Finally, we must continue to build and strengthen our relationships with governments, to allow us to continue to be proactive in providing the support they need.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

2013–14 Main Estimates	2013–14 Planned Spending	2013–14 Total Authorities Available for Use	2013–14 Actual Spending (authorities used)	2013–14 Difference (actual minus planned)
1,856,473	1,856,473	1,989,040	2,063,937	207,464

Human Resources (FTEs)

2013–14 Planned	2013–14 Actual	2013–14 Difference (actual minus planned)
10	11	1

Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Effective support of the needs of programs and other corporate obligations.	Favorable survey results, audit reports, central agencies reports.	To maintain customer satisfaction and to ensure timely and accurate delivery of reports to central agencies.	Most reports to central agencies were compliant with requirements and submitted on a timely basis.
Provide sound management and careful stewardship of assets, financial and human resources, and IT services, in accordance with principles of modern controllership.	Positive reviews and audit results.	Strong evidence of sound management in these regards.	The Departmental Staffing Accountability Report (DSAR) indicated acceptable performance in all areas that were measured. Although not directly involved in the Horizontal Internal Audits of Financial Forecasting in Large and Small Departments and the Horizontal Internal Audit of the Protection of Personal Information in Small Departments, the recommendations are being reviewed to see if any are applicable.

Performance Analysis and Lessons Learned

Internal Services has substantially met its targets set in the 2013-14 RPP. The actual expenditures for Internal Services were some $207 thousand higher than planned. Strategic investments in information technology were made to support Conference Services. CICS has renegotiated its shared services agreements during 2013-14 for the procurement of human resources and financial services. These service agreements will be reviewed annually to ensure that they still deliver cost efficiencies.

The final transition from the implementation of Budget 2012 occurred during 2013-14 which saw the FTE count in Internal Services fall by 1. This was somewhat offset by the hiring of casual workers to mitigate additional work resulting from the lengthy illness of a senior manager. The FTE complement will be reduced from 11 to the planned 10 FTEs during the 2014-15 fiscal year.

The majority of reports to central agencies were compliant with requirements and submitted on time. The Departmental Staffing Accountability Report (DSAR) indicated acceptable performance in all areas measured.

Section III: Supplementary Information

Financial Statements Highlight

Canadian Intergovernmental Conference Secretariat
Condensed Statement of Operations and Departmental Net Financial Position (unaudited)
For the Year Ended March 31, 2014 (dollars)

	2013–14 Planned Results	2013–14 Actual	2012–13 Actual	Difference (2013–14 actual minus 2013–14 planned)	Difference (2013–14 actual minus 2012–13 actual)
Total expenses	5,528,146	6,421,665	5,821,173	893,519	600,492
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	5,528,146	6,421,665	5,821,173	893,519	600,492
Departmental net financial position	49,088	149,793	(4,781)	100,705	154,574

Total expenses were approximately $6.4 million, an increase of some $600 thousand from the previous years' total expenses of $5.8 million. This is primarily the result of increased courier, professional services and translation costs due to an increase in the total number of conferences from 73 in 2012-13 to 86 in 2013-14. Other increases were from strategic acquisitions of information technologies to support conference activities and renegotiation of its shared services agreements during 2013-14.

Canadian Intergovernmental Conference Secretariat Condensed Statement of Financial Position (unaudited) As at March 31, 2014 (dollars)			
	2013–14	2012–13	Difference (2013–14 minus 2012–13)
Total net liabilities	939,192	687,552	251,640
Total net financial assets	841,501	447,832	393,669
Departmental net debt	97,691	239,720	(142,029)
Total non-financial assets	247,484	234,939	12,545
Departmental net financial position	149,793	(4,781)	154,574

Total liabilities were approximately $940 thousand, an increase of $250 thousand (36%) over the previous year's total of $690 thousand. Accounts payable and accrued liability make up the largest component, representing 90% of total liabilities. The increase is mainly due to an increase in accounts payable to support normal operations. The liabilities consist of accounts payable to external parties ($760 thousand), vacation pay and compensatory leave ($85 thousand) as well as employee future benefits ($95 thousand).

Total net financial assets were approximately $840 thousand as at March 31, 2014, an increase of some $400 thousand (88%) over the previous year. The increase in financial assets is mainly due to an increase in the amount due from the Consolidated Revenue Fund. Amounts due from the Consolidated Revenue Fund represent a charge against departmental authorities and are available for use to the organization without further authorities.

Total non-financial assets were approximately $250 thousand at the end of 2013-14. Non-financial assets are comprised entirely of tangible capital assets.

Financial Statements

http://www.scics.gc.ca/english/view.asp?ccid=195

Supplementary Information Tables

The supplementary information tables listed in the *2013–14 Departmental Performance Report* can be found on the Canadian Intergovernmental Conference Secretariat's website[iv].

- Internal Audits and Evaluations[v];
- Sources of Non-Respendable Revenue[vi]; and
- Greening Government Operations[vii].

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[viii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

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Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] In 2014-15 the Strategic Outcome will be changed to: Senior-level intergovernmental conference services are professionally and successfully delivered.

[ii] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[iii] *Public Accounts of Canada 2014*, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[iv] http://www.scics.gc.ca/english/view.asp?x=198

[v] http://www.scics.gc.ca/english/view.asp?ccid=196

[vi] http://www.scics.gc.ca/english/view.asp?ccid=201

[vii] http://www.scics.gc.ca/english/view.asp?ccid=200

[viii] *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp